



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



August 3, 2010

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

SHERIFF'S DEPARTMENT OVERTIME REPORT BACK

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, June 16, 2010, through June 30, 2010, totaled \$4 million. Seventy-four percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$1.06 million.

The Department is committed to reducing our budget by \$128 million prior to June 30, 2011. To date, these reduction efforts have been especially impactful to Custody Operations Division (Custody).

- The Department's efforts to mitigate overtime usage began long before our current budget commitment. In June 2009, Custody closed two housing locations, Modules 251 and 252, at the Twin Towers Correctional Facility (TTCF). The closure allowed Custody to redeploy 36 employees within the facility to reduce overtime expenditures. However, it also resulted in a loss of 384 jail beds.
- The opening of the new Los Angeles County/University of Southern California Medical Center (LAC/USC) resulted in an increased staffing need to ensure the security of hospitalized inmates. The funding required to support the needed

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staff was not included in the Department's budget, making it necessary for us to relocate staff members from within our existing facilities. To fulfill the additional staffing need, the Department closed Modules 261 and 262 at TCCF and reassigned 36 staff positions to LAC/USC. This resulted in a loss of an additional 384 jail beds at TCCF.

- On March 21, 2010, Pitchess Detention Center North Facility was downsized and closed to general population inmates. The facility currently houses 5 inmate workers. This curtailment resulted in the loss of 214 funded positions, the redeployment of 179 employees within Custody to reduce overtime expenditures, and the loss of 1,619 jail beds.
- In addition to the monetary reductions in the Department's current budget commitment, the Department was also required to reduce its complement of budgeted staff positions by an additional 300 positions. While this reduction did not result in the loss of employees, the funds associated with the vacant positions had been used to fund overtime and other expenses. The loss of these positions resulted in the closure of the 4000 Floor at Men's Central Jail during the last weeks of March 2010. An additional 684 jail beds were lost.
- Staffing vacancies, many resulting behind employees who are off work due to illness, injury or family leave, have impacted Custody's overtime usage. To reduce overtime expenditures and to identify additional staff items for curtailment, Custody closed TCCF Modules 241 and 242. This resulted in the curtailment of 27 deputy items, the redeployment of 10 custody assistants, and the loss of an additional 384 jail beds.
- Prior to Custody's budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the closure of 3,455 jail beds, it was necessary to reduce the percentage of time served from 80 to 35 percent. It may become necessary to further reduce the percentage of time served by misdemeanor offenders to maintain the closures.
- As part of the Department's continuing effort to reduce overtime expenditures whenever possible, Custody has curtailed line positions instead of filling the vacancies with personnel on overtime. As a result 7,750 hours, or 969 shifts, went unfilled within the jail system during the first two weeks of July. The curtailment decreased the number of staff members available for inmate supervision and increased the demands on existing personnel.

The Department continues to experience operational impacts within other divisions as a result of the overtime reduction efforts. Examples of the impacts which occurred between July 1 and July 15, 2010, include the following:

- Aero Bureau reports 147 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were handled unaided include: 38 robbery calls, 21 burglary calls, 15 requests for assistance by deputies, 13 reports of a man with a gun, 12 calls related to stolen vehicles, 11 assaults with a deadly weapon, 9 disturbances, 8 shots fired calls, 7 calls regarding prowlers or suspicious persons, 5 reports of domestic violence, 4 missing persons, 2 suicides, 1 report of vandalism, and 1 fire.
- The Cadre of Administrative Reserve Personnel (CARP), who are assigned to fill line positions in lieu of paying overtime, continues to be a valuable tool in our overtime reduction efforts. Detective Division reports each of its bureaus continues to experience delays in conducting investigative follow-up due to the lack of overtime funds and the fulfillment of CARP obligations. During this reporting period, Homicide Bureau lost 221 hours of investigative time due to their investigators' participation in CARP.
- All Field Operations Regions (FORs) report their station investigators are fulfilling their CARP obligations and, as a result, they are spending less time actually investigating cases. This has caused a steady increase in the number of open cases assigned to station detective bureaus as case closures are delayed. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 10,193 by July 15, 2010, an increase of 68 percent.
- Scientific Services Bureau (SSB) reports an increased backlog in fingerprint analysis. In January 2010, SSB reported 413 cases where latent fingerprints were awaiting entry into the Automated Fingerprint Index System (AFIS). As of July 1, 2010, the backlog of cases awaiting entry into AFIS increased to 579. Once the AFIS computer analysis is completed and a possible match is identified, the results must be compared by an analyst. The number of cases awaiting assignment to an analyst had more than doubled since January 2010, from 52 (36 of which were homicides) to 128 (80 of which were homicides). Cases that had been assigned to an analyst for comparison and were in progress increased from 51 to 64 cases. The delay in the analysis of fingerprint evidence hampers the overall effectiveness of our investigations and ultimately may allow some criminals to remain at large.


Fluctuations in response times are to be expected, based upon the conditions in effect at the time a call is received. Any number of factors, such as call volume and the physical distance between calls, can increase or decrease response times. However, the Department's overall response time to calls for service remains higher than it was prior to our undertaking overtime reduction efforts.

- The average response time to an emergency call for service improved to 4.9 minutes during this reporting period. This is consistent with the average emergency response time reported in calendar year 2009.
- The overall response time to priority calls increased by 13 percent, from 9.5 minutes in 2009, to 10.7 minutes. The average priority response in the unincorporated areas was 12.1 minutes, a 14 percent increase.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 44.1 minutes during the first two weeks of July, an increase of 11 percent. Response times to routine calls in the unincorporated County areas averaged 50.6 minutes during this reporting period, an increase of 12 percent above the 2009 average.

Difficult economic conditions require all of us to reassess the allocation of our limited resources. The Department is continually evaluating our organizational processes and priorities in an effort to maximize savings and minimize the impact of our efforts on the communities we serve. As always, the safety of the public is our primary concern.

Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA
SHERIFF